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City sustainable governance and city marketing monitoring systems: a meta-analysis

Abstract

According to the maxim “you can only manage what you can measure” so the “explosion of interest in the quality of governance is driving an explosive growth in the use of governance indicators” (Arndt and Oman, 2006, p.11).

The author suggests the adoption of an integrated approach (Braun, 2008) in order to measure the most relevant indicators resulting from the Millennium Development Goals (MDG) adopted by the UN member states in the year 2000 and the “Right to the city” paradigm, the inclusive and sustainable city model.

This paper develops a meta-analysis of city governance indicators systems and aims to discuss the role of strategic planning and territorial marketing adding a new dimension or category (UN-Habitat, 2010): the city marketing/branding indicators system.

Keywords: sustainability; governance; city marketing; indicators; tourism impact

1- Introduction

Based on the City Strategic Planning Roadmap steps proposed by Author (2011), the author suggests the adoption of an integrated approach (Braun, 2008) in order to measure the most relevant indicators resulting from the Millennium Development Goals (MDG) adopted by the UN member states in the year 2000¹ and the “Right to the city” paradigm, the inclusive and sustainable city model adding a new dimension or category (UN-Habitat, 2010):

- the city marketing/branding indicators system.

According to Arndt and Oman (2006, p.11) and resulting from the maxim “that you can only manage what you can measure” the “explosion of interest in the quality of governance is driving an explosive growth in the use of governance indicators”. However, the authors consider that “even the most carefully constructed of these indicators (in particular those based in composite perceptions) lack transparency and comparability over time and suffer from selection bias”.

From the literature review we found large quantity of databases managed by several different institutions (UN-Habitat, Eurostat, OECD) at different territorial scale levels (See Appendix I):

- a) European Cities Monitor – (www.cushmanwakefield.com) (Cushman & Wakefield, 1990-2010)
- b) City Development Index-1997/ Cities Data Book (Westfall and Clarke, 2001)
- c) Urban Audit 1991-2006/Eurostat (www.urbanaudit.org)

¹ The MDG address essential dimensions of poverty and their effects on people’s lives attacking pressing issues related to poverty reduction, health, gender equality, education and environmental sustainability. By accepting these goals, the international community has made a commitment to the world’s poor, the most vulnerable, in precise terms, established in quantitative targets.

- d) European Common Indicators (www.sustainable-cities.org) (Tarzia, 2003)
- e) European Competitiveness Index (Huggins and Davies, 2006)
- f) Global City Indicators (ERM) (www.cityindicators.org) (Hoornweg et al, 2008)
- g) Global Urban Indicators/ Global Urban Observatory (UN-Habitat, 2009)
- h) Urban Atlas (EEA-European Environmental Agency)
- i) EU- Regional Competitiveness Index (Annoni & Kozovska, 2010)
- j) Destination Marketing and Promotion Economic Impact (ECOTEC,2010).

In this paper, the author proposes a classification for those indicators according to the city dimensions analyzed:

- a) Governance indicators
- b) Economic Development/ Competitiveness indicators
- c) Sustainability/Environmental indicators
- d) Quality of life indicators
- e) Tourism monitoring indicators
- f) Social cohesion/inclusion indicators
- g) Urbanism/Territorial/Spatial indicators
- h) Urban creativity and innovation indicators
- i) Balanced ScoreCard systems

Hoornweg et al. (2008, p.5) categorize the indicators in four basic categories according to the methodology used:

- Service Level Indicators - measure the level of resources devoted to the delivery of city programs or services. This is useful during budget discussions, where priorities for expenditures are discussed and resources allocated as well as in evaluating community impact or outcome indicators.
- Efficiency Indicators - measure cost effectiveness of the service and are typically measured in cost per unit or in terms of productivity.
- Customer Service/Quality Indicators- are a type of effectiveness indicator that measures the quality of a service and how that service meets the basic needs of the citizen.
- Community Impact/Outcome Indicators - are a type of effectiveness indicator that measures the overall impact. These indicators seek to measure how a service is meeting the overall objectives as stated in a policy document and whether it is improving or declining year over year.

1.1.- Criticism on rankings: advantages and handicaps

Again according to Hoornweg et al (2008, pp.1-2) there is an “urgent need for a single comprehensive system for measuring and monitoring city performance and urban quality of life that would enable elected officials, city managers, and the public to monitor the performance of cities over time... and facilitate comparisons across cities.

Based on a detailed analysis and comparison of 10 German rankings Schönert (2003) points out the following assets of city-rankings:

- City-rankings draw public attention to major issues of regional science;
- City-rankings stimulate a broad discussion on regional development strategies;
- Regional actors are forced to make their decisions transparent and comprehensible;

- Positive changes are also registered outside the region;
- The results in detail may initiate learning effects of local actors

Although there hundreds of agencies compiling the indicators systems they present some handicaps:

1. city-rankings tend to neglect complex interrelations in regional development;
2. the long-term development strategies may be threatened;
3. Existing stereotypes may be strengthened;
4. Badly ranked cities tend to ignore the results
5. Few indicators systems are standardized, consistent, or comparable over time or across large numbers of cities.
6. They do not have sufficient endorsement to be used in developing benchmarks and targets.
7. Few, if any, indicator systems have proven to be sustainable over time. Most systems are prepared once or twice and then discontinued for lack of funding or interest.
8. They do not always measure what is really important to cities or citizens. There is a trend to information overload which usually is associated to a considerable effort involved in the collection and maintenance of data.
9. On other hand, city rankings emphasize the competition between cities based in the inter-city relations approach that postulates a “city hierarchy”. Cities are expected to ‘climb the hierarchy’ at the expense of rival cities. But according to Taylor (2010) there is an alternative position which claims that inter-city relations are inherently cooperative and cities networks can only exist through collective complementarities.

2- Literature review

Huppmann et al (2008, p.4) provided some relevant definitions: The term **city** is used to refer to any local government “body corporate” or “municipal administration.” The “City” is understood broadly as the entity officially established by law or by an Act, including, but not limited to, borough, city, county, municipality, parish, or township. While the city may not provide or be responsible for all of the services in the indicator system, observers are interested in the indicators as they pertain to that entity, and city governments have a vested interest in their performance.

The **urban agglomeration** is defined as the built-up or densely populated area containing the city proper; suburbs, and continuously settled commuter areas. This may be smaller or larger than the metropolitan area. Other similar UN definition: Comprises a city or town proper and the suburban fringe or thickly settled territory lying outside, but adjacent to, its boundaries. A single large urban agglomeration may comprise several cities or towns and their suburban fringes.

The **metropolitan area** is the set of formal local government areas which are normally taken to comprise the urban area as a whole and its primary commuter areas.

From the theoretical discussion made by Hall (2001) and Newton (2001), it is necessary to review the evolution of different approaches to the problem of quantification in objective indicators of concepts and realities that most often have a subjective character and context in time and space. In addition, there are difficulties in obtaining the information and data collection, lack of availability of processed data to the scale of

cities, lack of coordination between the measured variables and policies implemented; duplication and overdoses of raw data.

2.1- Theoretical framework and evaluation conceptual models

In the sixties, the World Bank / United Nations Centre for Human Settlements (UNCHS) Global Urban Indicators Program and the Observatory developed a set of indicators to measure progress of the main objectives and standards, social policy-related approach. These indicators have a holistic nature, pluralistic, analyzing the phenomena at a macro level. Later the United Nations Development Programme (UNDP) report on State of Environment came in 1990 setting the Human Development Index (HDI) based their approach on general policies but not on concepts or issues (quality of life, sustainability, good governance) - thematic / index approach is not necessarily linked to a strategy. These concepts are often not directly observable but multi-dimensional constructs expressed in linear combination of indices or indices. These indices seek to quantify the so-called "urban metaphors" which are abstract representations but simplified a complex reality: a sustainable city, creative city, innovative city, clean city, etc.

Newton (2001) describes the evolution of indicators systems theoretical framework:

- a) P-S-R Pressure- State- Response Framework (OECD, 1994)
- b) The Organisation for Economic Co-operation and Development (OECD, 1994) in the implementation of Agenda 21 used a systemic approach based on models of city-systems approach- the model of type-Driving Forces Press-State-Response-Implications (DPSRI)
- c) Extended Urban Metabolism Model (EUMM) (sustainability development)
- d) Domains Model Approach
- e) Performance- Measurement Indicators

2.1- City Branding impact models

A literature review provided a compilation of several methodologies developed by several scholar researchers and consultancy firms (see details in Appendix I) namely:

- a) Saffron European Cities Brand Barometer
- b) Anholt-GfK Roper City Brands Index (www.gfkamerica.com)

Clark (2006) identified six measures of success that can be drawn out of the indexes as to what makes a successful city.

- A good image – the power of brand – and a sense of wellbeing; Cities that have a good image appear to attract more investment and interest from business based on a perception of what the city is and could be.
- Good transport links – connectivity, internal and external; Cities need good connections between themselves and their hinterlands, other major urban centres and within the city boundary.
- An attractive business climate – open – business friendly – skills and talent -

productive/competitive; Cities in which urban managers and national governments encourage business activity and make efforts to encourage investment perform better economically, and in terms of highly skilled labour's quality of living.

- Presence of global players - multinational companies and major institutions; Cities that have high numbers of multinational companies see greater quality of living, higher investment, more tourism and greater recognition.

- Security, safety, and transparency; Security, from terrorism, social unrest and violence, natural disasters, corruption, and other threats, is increasingly important as cities, particularly in the developed world, become symbols of extreme inequality across scale.

- *Je ne sais quoi* (the Power of Brand); ultimately, many indexes argue that a city relies in the end on that special, mythical something that cannot be created. London, Paris, New York and Barcelona may always be iconic, important places,

Clark (2006) also stresses that brands can make an important contribution to how well a city is perceived to perform; The performance of the city brand is linked to the performance of the city overall. If the brand can perform better, the city will do better.

In order to assess the City Brand Value, Paliagla et al. (2010) suggest a methodology.

City income (A) in the past period is the sum of three components:

1. Income from tourism in the city (estimate of total tourist turnover of the city)
2. Income from foreign investments (estimate of direct cash flow from foreign investments in the city)
3. Total export (total city export expressed in money currency)

On other hand, the total expense related to city branding in the past period (B) are:

- a) City communal expense directly related to tourism and city arrangement
- b) Total import of goods and services in the city
- c) Total investments of domestic companies out of administrative city borders

Net income from brand = A – B

$$NCV = \sum (Expected\ annual\ income\ from\ city\ brand\ n - Expected\ annual\ expenses\ from\ city\ brand\ n) / (1 + p/100)^n - (Initial\ invested\ amount\ in\ the\ development\ of\ city\ brand,\ if\ available)$$

2.2- The relevance of city marketing/ branding life-cycle

Cities in the process of brand building are naturally city in different phases or stages of development. Considering that cities can be classified according to level of development of its policy of city marketing, the following levels are defined:

Level 0 – There is political decision to build the city brand through the creation of city marketing organization (CMO) responsible for the development of the strategic plan

Level 1 - The city has a strategic plan in which the city brand policy is explicit goal and a brand identity system is defined.

Level 2 - The city has developed and implemented a communication strategy to build its brand

Level 3 - The city has develops new products with designation of origin, host events and experiences drawn to the scale of its territory and has advanced and innovative ways to communicate and promote their city.

Level 4 - The city regularly monitors and evaluates its territorial marketing strategy aiming the city social and environmental sustainable development.

2.3- The influence of the city dimension and status: big capitals (alpha,beta,gamma cities) versus small cities

Another issue that has been little explored in the analysis of this problem is the influence of city's dimension in terms of population and status. The indices built so far invariably positively confirm the status of cities due to their size, political-administrative status (eg, capitals of countries), or in terms of cultural and historical heritage that are naturally high profile tourism attraction factors.

It could be said that these cities do not need to have a policy of territorial marketing in order to attract wealth, tourists, business excellence, human resources and skills, except when competing for example to carry out global events like the Olympics Games. Rather, the medium-sized cities and small towns are the ones who need aggressive marketing policies in order to differentiate themselves and compete with larger cities for: their share of wealth namely public and private investment; tourism flows diverted from mass tourism destinations ; their share of "time / availability" of potential visitors and customers.

GaWC for example uses the interlocking network model according to which cities are assessed in terms of their advanced producer services (see [GaWC Research Bulletin 23](#)). Indirect measures of flows are derived to compute a city's network connectivity – this measures a city's integration into the world city network. The level of 'connectedness' of cities into the global circuits of capital and information are measured by the number of head offices and branch offices of these 100 firms present in the city. A city is a world city, and hence successful, if it contains many of the major firms listed, if it has a high number of connections via flights and telecommunications links to other cities, and if it is a centre of elite worker migration.

The connectivity measures are used to classify cities into levels of world city network integration. These levels are interpreted as follows:

- **alpha++ cities** In all analyses, London and New York stand out as clearly more integrated than all other cities and constitute their own high level of integration
- **alpha+ cities** Other highly integrated cities that complement London and New York , largely filling in advanced service needs for the Pacific Asia
- **alpha & alpha- cities** Very important world cities that link major economic regions and states into the world economy
- **All beta level cities** These are important world cities that are instrumental in linking their region or state into the world economy

- **All gamma level cities** These can be world cities linking smaller regions or states into the world economy, or important world cities whose major global capacity is not in advanced producer services
- **Cities with sufficiency of services** These are cities that are not world cities as defined here but they have sufficient services so as not to be over dependent on world cities. Two specialised categories of city are common at this level of integration: smaller capital cities, and traditional centres of manufacturing regions

3- Some case-studies

There are several cities that are doing a systematic monitoring. Some best practices examples are: Annual Review Marketing Manchester (2007), Activities Memory of *Barcelona Activa* (2007), the “*How Toronto is doing*”(2008) report about 28 areas of governance within the Municipal Performance Measurement Program of Ontario². Edinburgh³ publishes an annual Performance Report⁴ and conduct several surveys. Another benchmark example is Madrid “es major!” Observatory⁵ which monitors the strategic management city KPI’s since 2007. We choose the case-study of London to describe this type of activities.

The London Development Agency conducts the London Annual Survey (Owen, 2010) is based on 1,490 interviews conducted face-to-face in respondents’ homes with residents in the Greater London area, and comprises 57 questions about the several dimensions of the quality of life. The Great London Authority also released in 2010 the sixth *London Plan Annual Monitoring Report* that reports the evolution of KPI’s and London Plan’s objectives.

LAB is the annual survey of private sector businesses in London that has been undertaken by the LDA since 2003. The survey covers all types of businesses in terms of size, sectors, and organisation type (limited companies, private limited companies (PLCs), soletraders, family-owned businesses, franchises, and social enterprises). At least 4,000 businesses in London are interviewed each year.

The main questionnaire for LABS 2007 included 78 questions covering: business profile, workforce, turnover, profit and productivity, investment and access to finance, sales and purchasing, priorities, problems, and constraints on businesses, and the geographical spread of customers and suppliers, information technology and innovation, research and collaboration, business practices and advice, management competencies

However, only few cities measure city marketing indicators and publish an annual report. Since 2007, Amsterdam partners www.amsterdampartners.nl publishes the annual report ‘*I amsterdam*’. For example it is transparent for all Amsterdam residents that in 2009 the CMO total expenditures in marketing activities were 1828747€ of which 727,302 were spent in brand building.

² <http://www.mah.gov.on.ca/Page297.aspx>

³ <http://www.edinburgh-inspiringcapital.com/>

⁴ http://www.edinburgh.gov.uk/downloads/file/3122/annual_performance_report_200910

⁵ <http://www->

1.munimadrid.es/SBAE_262_SF_SIGE_Internet/listaIndicadoresAccion.do?selectedCombo=0&Consultar=Consultar

For example, between the re-launch the brand in Glasgow in 2004 and 2006 there was an increase of 228,000 visitors, with a 2% increase in occupancy rate, which resulted in an economic benefit of £ 26.5 million, a city more popular for city breaks in Scotland (Clark, 2006). In the case of Glasgow the rebranding had accumulated a budget between 2004 and 2007 approximately 5.15 million financed by the City Council and the European Regional Development Fund.

Table 1- London Development Agency Indicator System.

Objective	Indicator	Measure
A global city		
Grow economic benefit to London directly attributable to marketing investment	Total economic benefit (£)	Return on Investment Methodology (ROI)
Grow return on Investment on total LDA grant (X:1)	ROI figures	ROI Methodology
Position 'Visit London' as the leading London tourism brand	Percent awareness of 'Visit London' brand	London Visitor Survey
Grow usage of Visit London.com	Unique website users	Visit London web statistics
A quality visitor experience		
Increase number of quality assessed tourism products	Number of rooms quality assessed	National Quality Accommodation Standards and Visit London Marque
Maintain or improve visitor satisfaction levels	Percent visitors rating satisfaction with London as very good or excellent	London Visitor Survey
Improve performance of Tourist Information Centre network	Customer service standard rating	National TIC Mystery Shopping exercise
A sustainable and inclusive city		
Increase number of accessible accommodation rooms listed on Visit London.com	Number accommodation rooms with wheelchair access	Direct Enquiries audits and Visit London.com listings
Improve environmental performance of tourism businesses	Number tourism businesses supported to improve environmental performance	Business support programme
Professionalism at every level		
Improve the quality of Customer Service across the visitor economy	Number of employees receiving LDA supported customer service training	Monitoring Customer Service programme
Support employment access to the Hospitality sector	Number of unemployed people into sustained employment	London Employer Accord monitoring
Industry support and partnership		
Maintain well supported visitor economy	Number of tourism businesses receiving business support	Business support programme

4- Indicators dimensions

Hoornweg et al. (2008, p.iii) for the selection process of city indicators they used the following pre-requisites:

- objectivity: the city indicator had to be clear, well defined, precise and unambiguous, and simple and compelling to understand;

- relevant: the city indicator had to have a clear link to city services and quality of life objectives as well as being useful to participating cities in their city management;
- measurable & replicable: the city indicator had to be quantifiable, statistically accurate and scientifically consistent in collection and presentation, across all geographical locations. It had to be capable of third party verification, accurate and transparent;
- flexible: the city indicator had to be able to accommodate improvement and refinement over time;
- effective: the city indicator had to be fundamental to improved decision making as well as sound urban planning;
- interrelated: the city indicator when combined with other city indicators had to add a premium in understanding beyond the mere sum of its parts. It had to be consistent and sustainable, preferably collected on a regular basis (annually) and be independent of external influence and not subject to disruption through lack of funding support; and
- inclusive: the city indicator had to be proposed such that participating cities could enter the program at their own pace and collect information directly relevant to their circumstances.

There are a lot of sustainability metrics, models and toolkits, but there is not a “good tool”. There is not a convergence to one approach, because the purpose of a indicator system is to connect effectively with decision or planning processes. What form the tool takes will vary depending on the scale of the action, the stage of decision-making, the time and skills available, etc.

Few of the existing tools come close to being "sustainability" tools in terms of being inclusive, holistic, multi-dimensional and capable of simultaneously addressing the social, environmental and economic core issues together with other factors such as political, technical or legal constraints.

The tools must cope with uncertainty and sustainability involves judgments about integration, win-win solutions, trade-offs. The concept of a true "sustainability tool" may be impossible to achieve in practice (Therivel, 2004).

4.1- Sustainability Indicators

The starting point was a compilation of indicators - Global City Indicators system developed for UN-HABITAT's Global Urban Indicators Database (UNHABITAT), the Millennium Development Goals (MDGs), the Federation of Canadian Municipalities Quality of Life Reporting System (FCM), and the Ontario Municipal CAO's Benchmarking Initiative (OMBI). A total of 1,015 indicators were collected for consideration, of which we ultimately selected 27 as core indicators and 26 as supporting indicators in 21 themes (Table 2).

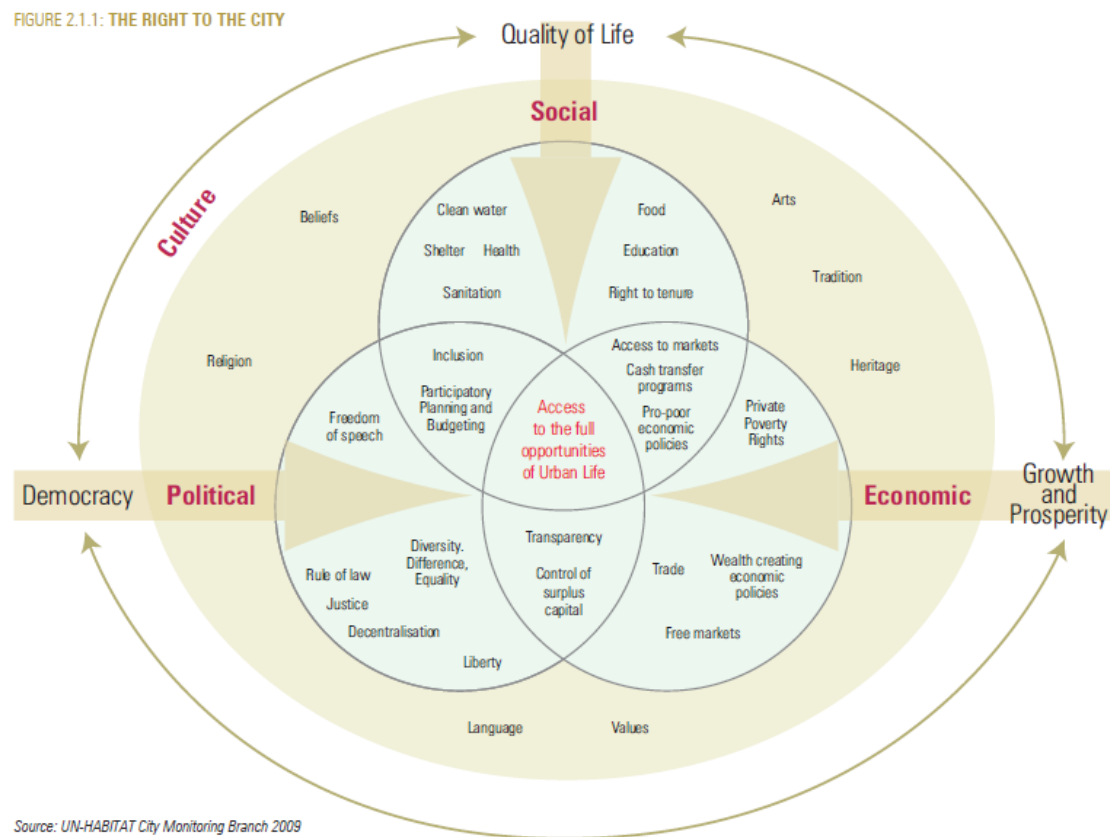
In 2009 UN-HABITAT conducted a policy assessment on inclusive urban policies in 27 cities in the developing world. The analysis was carried out by several areas expert focus groups in every city. The questionnaire sent out to the 27 city-specific focus groups took in the four dimensions of the “inclusive city”, including the local institutional and organizational capacities associated with them. The assumption behind the survey was that the “right to the city” (See Figure 1) encapsulates the four dimensions of equality which, combined, bring about inclusiveness.

Table 2- Global City Indicators Program (Hoornweg, 2008)

Themes	Millennium Development Goals							
	Goal 1: Eradicate Extreme Hunger and Poverty	Goal 2: Achieve Universal Primary Education	Goal 3: Promote Gender Equality and Empower Women	Goal 4: Reduce Child Mortality	Goal 5: Improve Maternal Health	Goal 6: Combat HIV/AIDS, Malaria and Other Diseases	Goal 7: Ensure Environmental Sustainability	Goal 8: Develop a Global Partnership for Development
1. Civic Engagement								
2. Culture								
3. Economy	●		○		○			○
4. Education		●	○			○		
5. Energy				○			●	
6. Environment			●	●	●	●		
7. Finance	●			○				○
8. Fire and Emergency Response			○	○				
9. Governance		●						○
10. Health				●	●			
11. Recreation								
12. Safety								
13. Shelter	●		●	●		●		
14. Social Services	●	●						
15. Solid Waste			○	○	○	●		
16. Subjective Well-Being								
17. Technology and Innovation	○	○						
18. Transport	○	○				○		
19. Urban Planning			○	○	○	●		
20. Wastewater			●	●	●	●		
21. Water	○		●	●	●	●		

Legend: ● = Direct relation ○ = Indirect relation

Figure 1- “The right to the city” model.



Descriptive statistical analysis was combined with econometric techniques in order to understand the correlations and associations between various aspects of inclusion/exclusion and policy interventions (UN-Habitat, 2010)

The 2009 UN-HABITAT policy analysis on the inclusive city suggests that the four dimensions of urban inclusion are each associated with a set of well-defined if diverse factors which municipal and other public authorities can activate simultaneously in order to bridge the urban divide (UN-Habitat, 2010).

Economic inclusiveness was found to be positively linked with (in descending order) (1) coordination and planning at all levels of government; (2) promotion of political will, free expression and other human rights by organized civil society; (3) government-induced employment; (4) fiscal incentives for business as well as contractual and legal certainty in the general business environment; and (5) freedom of the press and multiparty elections.

Social inclusiveness was found to be positively linked with (1) coordination and planning at all levels of government; (2) promotion of political will, free expression and other human rights; (3) new rules that promote equitable creation of formal employment; (4) access to legally enforceable rights, and freedom of the press; (5) multiparty elections, and (6) municipal laws that promote freedom of cultural expression.

Political inclusiveness was found to be positively linked with (1) freedom of expression and of the press; (2) multiparty elections; (3) a constitutional guarantee on cultural expression; and (4) micro-credit.

Cultural inclusiveness was found to be positively linked with (1) freedom of expression; (2) municipal laws that promote cultural expression; (3) laws that promote equitable employment opportunities; (4) fiscal incentives; and (5) micro-credit.

The five steps for inclusiveness are as follows: 1. improve the quality of life, especially for the urban poor; 2. invest in human capital formation; 3. foster sustained economic opportunities; 4. enhance political inclusion; and 5. promote cultural inclusion.

4.2 – City Marketing Indicators System

The integrated approach proposed by Braun (2008) recommends that the strategic planning and marketing policies should be developed considering the interests of the different territorial stakeholders target markets: residents, firms and investors, tourists, potential new residents (creative and skilled workers) and other public institutions. Therefore a new city marketing dimension should be added and include relevant variables that address the most important issues related with the target stakeholders (see Table 3).

Table 3- City Marketing Indicators System

Stakeholder	Indicator	Source
for residents (quality of life/ social inclusiveness/ human capital formation/ political inclusiveness)	<ul style="list-style-type: none"> • Quality of Life/Global City Indicators (MDG) • place attachment, • self-esteem, • social identification, • self-efficacy, • active citizenship, • perceived happiness, • satisfaction for living in that city • “Right to the city” Sustainability indicators 	Hoornweg (2008) Author(2010,2011) Urban Audit ESPON database Observatory of Madrid
for tourists (economical and cultural inclusiveness)-	<ul style="list-style-type: none"> • tourism revenues, • number of visitors, • number of new tourism operators (Tourism Rapid Assessment), • perceived destination positioning, • perceived brand image 	ECOTEC (2010)
for firms and investors (economic development and competitiveness)-	<ul style="list-style-type: none"> • City’s GDP per capita, • new firms born • entrepreneurship index, • innovation index • creativity index competitiveness index • Shopping/Commerce index • City-of-origin (new) products development 	EU RCI (Annoni & Kozoskva, 2010) ECI www.where-to-invest-in-portugal.com ESPON database
for new residents (cultural inclusiveness) -	<ul style="list-style-type: none"> • easiness to find a job • easiness to find a house; • attraction power/ welcoming: intention to live work, visit and install new business). 	
for the City Marketing Organization (CMO)- (governance, political inclusiveness)-	<ul style="list-style-type: none"> • Budget (investment) in city marketing activities; • Impact of promotion and marketing activities on territorial awareness; • Events monitoring • Gross Rating Points of Communication mix • Networking and intercity cooperation 	See Amsterdam Partners

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APPENDIX I- Compilation of city indicators

Indicators	Sector	Nr. Of item
Brookings Institute The Living Cities Census Series www.brookings.edu	The Living Cities Census Series examines key demographic, social, and housing data to document the changing reality of the nation's top 100 metropolitan areas. The Metro website also hosts an interactive data site that places the top American cities and metropolitan areas in a national context and provides comparative rankings on key indicators from the Census.	
LSE Cities Global Metro Monitor http://www2.lse.ac.uk/LS ECities/home.aspx	The <i>Global MetroMonitor</i> examines data on economic output and employment in 150 of the world's largest metropolitan economies, located in 53 countries, from 1993 to 2010. The Global MetroMonitor, a new joint report of the Brookings Metropolitan Policy Program and LSE Cities, is the first analysis of international metropolitan economic performance before, during, and after the recent recession. The report describes how the shift in growth from U.S. and Europe to Asia and Latin America has accelerated post-recession. The report measures the economic performance of metropolitan areas using two main indicators: the annual growth rate of real GVA per capita; and the annual growth rate of employment. Therefore, this study is concerned with the dynamics of metropolitan economies, and how metros compare in terms of their growth performance and potential, rather than their absolute performance levels	
Center for Cities City Tracker City Outlook http://www.centreforcities .org/cities-outlook.html	Cities Outlook is a annual flagship report, charting the economic performance of 64 of the UK's largest cities and towns. Unemployment has risen sharply, particularly among young people. The cities hit hardest have been those with lowest skills, and employment in exposed sectors. The priority for the next year needs to be to get the UK back on a path to balanced growth and economic resilience. Strengthening cities' roles as centres for business and jobs needs to be based on an understanding of the economic roles of different places. City Tracker - charts the impact of the recession on UK cities, looking at the rising numbers claiming Jobseeker's Allowance from city to city since February 2008, when unemployment started to rise	64 UK's cities
Cities Data Book (CDB) Newton (2001)	In 2001, the Asian Development Bank (ADB) has developed the City Data Book (CDB). The CBD comprises 234 items grouped by city in 140 indicators divided into 13 main areas, one of which is the Governance and Urban Management. The CBD model uses the Extended Urban Metabolism Model (EUMM) of Newton et al. (1996). This database has resulted in three indices: the CDI (City Development Index) which has high correlations with the disposable income and the HDI, the Congestion Index, which measures the density, the Connectivity Index that assesses the links to the city particularly outside the international flights, tourist flow, telephone and internet. 1-Population, Migration and Urbanization; 2-Income Disparity, Unemployment and Poverty; 3-Health and Education; 4-Urban Productivity and Competitiveness; 5-Technology and Connectivity; 6-Housing; 7- Urban Land; 8-Municipal Services; 9-Urban Environment; 10-Urban Transport; 11- Cultural; 12- Local Government Finance; 13- Urban Governance and Management	140 indicators 234 item 18 cities City Development Index Congestion Index Connectivity Index
UN-Habitat Global Urban	UN-Habitat, the UN agency concerned with urbanisation, urban poverty and other urban issues that affect development and quality of life in the world's cities, UN-HABITAT has been a pioneer organization in the	27 cities Gini index

Observatory WB/UNCHS State of World Cities 2006/7 to 2010/11 Global Report on Human Settlements 2009: Planning Sustainable Cities Global Urban Indicators Database www.unhabitat.org	collection of urban indicators. In 1991, it initiated the Housing Indicators Programme, focusing on monitoring shelter performances. It then became Urban Indicators Programme in 1993 in order to focus on a larger range of urban issues. The programme produced two main databases in 1996 and 2001 (Global Urban Indicators Databases I and II), presented at the Habitat II Conference and the Istanbul +5 which helped establishing regional trends in key urban issues. In the Habitat Agenda (result of the 1996 Habitat II Conference) Member States and the Habitat Agenda Partners requested that UN-HABITAT continue monitoring urban conditions worldwide. They also committed themselves to monitor their own urban conditions overtime and report on their trends regularly. In 2004, and in response to demands from data users, UN-HABITAT initiated the UrbanInfo Software, a user friendly tool prepared on the Windows platform. Since 2006, the Global Urban Indicators Database has been updated annually to address key Habitat Agenda issues, with a specific focus on the Millennium Development Goals, particularly, its Target 7d on the improving the living conditions slum dwellers. City Development (<i>Infrastructure index</i> + <i>Waste index</i> + <i>Education index</i> + <i>Health index</i> + <i>City Product index</i>) / 5	City Development Index (CDI) The Global Urban Indicators Database version 2 contains urban data and indicators collected by the Urban Indicators Programme. Key indicators were collected in 232 cities. Values have been provided by cities and countries and were reported for the reference year 1998
Economic & Business Data Canadian Cities Online Marketing Index 2009 www.ebdata.com	Each site was examined on the basis of the presence of social media marketing applications that are directly linked on the agency's sites such as: Blogs, Online Social Networks (i.e., Facebook, Twitter, LinkedIn), Podcasts, Content sharing tools (i.e. YouTube, Flickr, Digg, StumbleUpon), RSS Feed. In addition, Web 1.0 applications (forums, news alerts and newsletters) were also assessed. In evaluating sections destined for investors and site selection, the following criteria were considered: • Easy access to location factors information (i.e., taxes and incentives, infrastructure, labor market and costs, utilities, real estate availabilities, etc.) • Complete contact information for the individual(s) responsible for investment attraction (i.e., name of the representative, email address, phone number.) • Multilingual functionality of the website. (i.e., content available in more than two languages.)	
CED-World Centre of Excellence for Destinations SMED- System for Measuring Excellence in Destinations www.ced.travel	STEP 1: DESTINATION PROFILE QUESTIONNAIRE (DPQ) The Destination Profile Questionnaire , or DPQ , gathers general information and documentation on the destination participating in a SMED evaluation. The information collected provides SMED experts with preliminary knowledge of the destination for the preparation of relevant and carefully targeted questions in the steps that follow. STEP 2: CUSTOMIZED SMED QUESTIONNAIRE (C-SMEDQ) The SMED is composed of 4 fields and 11 categories that serve as indicators for measuring excellence within a destination. SMED experts carefully select the most appropriate indicators for the destination profile, and then use the initial DPQ to develop a web-based Customized SMED Questionnaire , or C-SMEDQ , for the destination. They will meet with as many stakeholders and local experts as needed to assist in completing the C-SMEDQ. The analysis of the data collected enables the SMED experts to better prepare their on-site visit. STEP 3: THE ON-SITE VISIT The on-site visit is performed to validate the information collected in the DPQ and the indicators from the C-SMEDQ and to gather any missing data through consultation workshops and interviews with local experts. The visit is also used to target the main areas for improvement within the destination, in close collaboration with all participating stakeholders.	
ESPON	Environmental Capital (EnC). Includes 'given' characteristics of the physical landscape as well as the result of	

ATTREG - Attractiveness of European regions and cities for residents and visitors	<p>environmental protection/regional planning actions. It can be measured by a combination of indicators related with natural resources, protected landscapes, peripherality, and settlement structures. The ESPON database includes indicators and typologies of land-cover, extent of environmental protection, peripherality/centrality, type of region, settlement typologies, to which other data could be added from other sources regarding climate (average temperature or annual precipitations, etc.), km of coasts, etc.</p> <ul style="list-style-type: none"> • Antropic Capital (AC). This would include man-made landscape elements, partly inherited from the past, partly the result of planning and conservation policies, which enhance the attractiveness and functionality of places for environmental and residential or tourist functions. The ESPON database includes indicators of cultural landscapes, monuments and landmarks, infrastructure, accessibility by air/rail, hotels, transport infrastructure, to which we plan to add other data on the built environment from the Urban Audit and HABITAT database as well as rankings published in specialised sources. • Economic Capital (EcC). This relates to conditions of the economic environment that induce a good business and productive climate. It could be measures by ESPON indicators of levels of economic activity (e.g. growth of p.c. GDP, diversity of sectors, labour productivity), innovation (patents, start-ups), tax climate, price structures (real estate, commodity, wages), public and private investments, centrality (being part of the pentagram, existence of MEGAs, accessibility), etc. • Social & Cultural Capital (SCC). This includes assets and relational structures in the social/ economic / cultural sphere that contribute to place quality and vitality, à la Florida. It could be measured by indicators in the ESPON database (and other sources like the Urban Audit database and the Eurobarometer) such as population diversity, gender and ethnic participation, crime rates, academic production, cultural infrastructure and activities, social networks and associationism, and ‘quality of place’ rankings such as those produced by specialised magazines or the Eurobarometer. • Human Capital (HC). This reflects the characteristics of the workforce and labour market, and we keep it separated from social capital so as to distinguish problematic new geography concerns with ‘soft’ social structures from the ‘hard’ issues (embedded in neoclassical theories) on human resources and skills. This could be measured by indicators in the ESPON database such as the skills and diversity of workforce, long-term unemployment, aging, educational levels, etc. • Institutional Capital (IC). This refers to governance conditions that contribute to the effectiveness and justice of social and economic processes. In the ESPON database it is reflected by variables and indicators in the ‘governance’ blocks of datasets, but we could also use indicators from different sources regarding democracy, efficiency of the justice system, participatory processes, etc. 	
Saffron European Cities Brand Barometer	<p>We looked at European cities with populations of 450,000 or more, plus Manchester, Bristol, Cardiff, Leeds and Newcastle, (important UK cities with populations less than that). Altogether there are 72 cities in our analysis.</p> <p>Our analysis looks at two different qualities:</p> <p>01 – <u>City asset strength</u> (which asks: looking only at the observable and measurable features of the city how strong could the city’s brand be?)</p> <p>02 – <u>City brand strength</u> (which asks: right now, how strong is the city’s brand really?)</p> <p>We calculated city asset strength (to a maximum of 100) and city brand strength (also to a maximum of 100). With these scores we created the European City Brand Barometer, which yielded a set of quantitative results:</p> <ul style="list-style-type: none"> – <u>City brand strength</u>: reveals the brand score and ranking for each of the 72 cities 	

	<p>01 – Sightseeing and historical attractions (20%).</p> <p>02 – Cuisine and restaurants (15%).</p> <p>03 – Easy to get around on foot and public transport (15%).</p> <p>04 – Costs very little to enjoy (10%).</p> <p>05 – Has good weather (10%). Experience and data.</p> <p>06 – Shopping (10%).</p> <p>07 – Economic significance or prosperity (20%).</p> <p>– <u>City asset strength</u>: shows the asset score and ranking for each of the 72 cities</p> <p>01 – Quantity/strength of positive/attractive associations (25%).</p> <p>02 – Pictorially recognised (the postcard test) (25%).</p> <p>03 – Conversational value (25%).</p> <p>The fourth factor that constituted brand strength was a purely statistical count of press mentions of each of the cities.</p> <p>04 – Media recognition (25%).</p> <p>– <u>Brand utilisation</u>: reveals quantitatively how well the cities are living up to their brand potential (by calculating brand strength as a percentage of asset strength for each city).</p> <p>The ten Saffron city brand criteria are:</p> <p>01 – Pride and personality of its people</p> <p>02 – Distinctive sense of place (on the ground)</p> <p>03 – Ambition/vision (policy) and business climate</p> <p>04 – Current recognition and perceptions</p> <p>05 – Worth going to see (the Samuel Johnson test)</p> <p>06 – Ease, access and comfort</p> <p>07 – Conversational value (the ‘cocktail party’ factor)</p> <p>08 – Locational context and value (how much is it worth simply because it is where it is?)</p> <p>09 – Attractions and anomalies</p> <p>10 – “Ooh, I could live here!” (the Barcelona effect)</p>	
UNDP State of Environment		Human Development Index
OECD Competitive Cities in the Global Economy (2006) www.oecd.org Agenda 21 Best city 2006- San Francisco	The report provides a valuable introduction to the state of 78 metropolitan regions. It does not produce a single index or ranking of cities but instead discusses and analyses a wide range of indicators regarding a number of metropolitan regions, whilst particularly focusing upon city competitiveness. The factors examined range from GDP per capita to higher education, levels of innovation, metropolitan governance strategies and ideas for policy reform.	78 metropolitan regions/cities 12 indicators
Cushman & Wakefield European Cities Monitor	Best cities to locate a business today Essential factors for locating a business	34 cities 12 indicators

<p>(2010)</p> <p>www.cushmanwakefield.com</p>	<p>Familiarity with cities as a business location</p> <p>Cities improving themselves</p> <p>Worldwide expansion</p> <ol style="list-style-type: none"> 1. Best cities in terms of easy access to markets 2. Best cities in terms of qualified staff 3. Best cities in terms of quality of telecommunications 4. Best cities in terms of external transport links 5. Best cities in terms of value for money of office space 6. Best cities in terms of cost of staff 7. Best cities in terms of availability of office space 8. Best cities in terms of the climate governments create 9. Best cities in terms of languages spoken 10. Best cities in terms of internal transport 11. Best cities in terms of the quality of life for employees 12. Best cities in terms of freedom from pollution 	<p>Since 1990</p> <p>by 500 company senior managers</p> <p>Best city 2010 -London</p>
<p>Performance measurement reports</p> <p>(Ex: Toronto,</p>	<ol style="list-style-type: none"> 1-Building Services (16) 2-By Law Enforcement Services (5) 3-Children's Services (6) 4-Cultural Services (4) 5-Emergency Medical Services (9) 6-Fire Services (11) 7- Government and Corporate Manag.(1) 8- Hostel(Emergency shelters) Services (6) 9-Library Services (7) 10- Long term Care services (5) 11- Parking Services (10) 12- Parks (10) 13- Planning Services (3) 14-Police Services (14) 15- Road Services (7) 16- Social Assistance Services (6) 17- Social housing Services(5) 18-Solid Waste Management Services (7) 19- Sports and Recreation (11) 20-Taxation Services (4) 21- Transit Services (5) 22- Wastewater Services (6) 23- Water Services (7) 	<p>Ex: Toronto</p> <p>23 service areas</p>
<p>European Common Indicators (ECI)</p>	<p>The outcome of the numerous and extensive consultation rounds with towns and cities, was the agreement on a list of 10 common issues/indicators (in the Project web site http://www.sustainablecities.</p>	

http://www.sustainable-cities.org/indicators	<p>org/sub12a.html are stored all the documents produced in this process, including the lists of indicators analysed by the Working Group on Sustainable Indicators and submitted to various rounds of discussion, and how the Working Group on Sustainable Indicators, with a step by step selection, starting from a “Long List” - 18 themes, more then 100 sub indicators - then from a First proposal - 18 themes, about 30 sub indicators - arrived to the Final Proposal of 10 Issues/Indicators).</p> <ol style="list-style-type: none"> 1 Citizens’ Satisfaction with the Local Community 2 Local Contribution to Global Climate Change (and/or local Ecological Footprint) 3 Local Mobility and Passenger Transportation 4 Availability of Local Public Open Areas and Services 5 Quality of Local Air 6 Children’s Journeys to and from School 7 Sustainable Management of the Local Authority and Local Businesses 8 Noise Pollution 9 Sustainable Land Use 10 Products Promoting Sustainability 	
<p>EU Eurostat EU Urban Audit Flash Eurobarometer 156 European Union Comission (Eurostat, 2009) For more information on the Urban Audit please consult www.urbanaudit.org or write to urbanaudit@cec.eu.int .</p>	<p>It looks at demographic, social and economic aspects of the city; civic involvement; training and education; transport; the environment; the information society;’ culture and recreation. The last survey was conducted in 2006 to measure the local perceptions of quality of life in 75 European cities.</p> <p>The Urban Audit Perception Survey was created to complement the data from the main Urban Audit exercise, which collected over 250 indicators on the quality of life in 258 European Cities.</p>	<p>258 cities 338 indicators 1991, 1996 2001, 2003/04, 2004/06</p>
<p>Mercer Human Resources Quality of Living Index Best city 2010- Vienna http://www.mercer.com/qualityoflivingpr#Europe</p>	<p>Mercer evaluates local living conditions in all the 420 cities it surveys worldwide. Living conditions are analysed according to 39 factors, grouped in 10 categories:</p> <ol style="list-style-type: none"> 1-Political and social environment (political stability, crime, law enforcement, etc) 2-Eco. nomic environment (currency exchange regulations, banking services, etc) 3-Socio-cultural environment (censorship, limitations on personal freedom, etc) 4-Health and sanitation (medical supplies and services, infectious diseases, sewage, waste disposal, air pollution, etc) 5-Schools and education (standard and availability of international schools, etc) 6-Public services and transportation (electricity, water, public transport, traffic congestion, etc) 7-Recreation (restaurants, theatres, cinemas, sports and leisure, etc) 8-Consumer goods (availability of food/daily consumption items, cars, etc) 9-Housing (housing, household appliances, furniture, maintenance services, etc) 10-Natural environment (climate, record of natural disasters) 	<p>420 cities in database 215 cities with published data 39 indicators</p>

GaWC Globalisation and World Cities Group Global Urban Analysis	<p>This research group based at Loughborough University has been responsible for many of the theoretical and analytical understandings of world cities. The GaWC have produced substantial knowledge of world city formation and practice and their major contribution is a listing of world cities, ranked according to tertiary sector activity.</p> <p>Global Urban Analysis provides a unique insight into the contemporary world economy through a focus on cities. It is based upon a large-scale customised data collection on how leading businesses use cities across the world: as headquarter locations, for finance, for professional and creative services, for media. These data involving up to 2000 firms and over 500 cities provide evidence for both how the leading cities, sometimes called global cities, are coming to dominate the world economy, and how hundreds of other cities are faring in this brave new urban world.</p>	
PriceWaterhouse Coopers Cities of the future (2005) www.pwc.com/governme nt	<p>PWC's paper on cities was collated through interviewing forty senior figures from major world cities, with the emphasis on understanding what makes the city work, and making recommendations for strategic city leadership in the future.</p> <ol style="list-style-type: none"> 1-Intellectual and social capital 2-Democratic capital 3-Cultural and leisure capital 4-Environmental capital 5-Technical capital 6- Financial capital 	44 cities
Jones Lang LaSalle World Winning Cities	<p>Jones Lang LaSalle's World Winning Cities programme was launched in 2002 as a multi-year research initiative designed to draw together the essence of contemporary city competitiveness and to predict the winners and losers in the battle for world city status. The programme examines trends that will impact on the business and economic landscape and how they are coalescing to create the rising urban stars of the next decade. It is unique in assessing the contribution of real estate to sustainable competitive advantage and the implications for investors, developers, occupiers and city governments.</p>	From 2002
Work Foundation Ideopolis (Jones et al., 2006) www.theworkfoundation.com/research/ideopolis.aspx	<p>Ideopolis', according to the Work Foundation, have:</p> <ul style="list-style-type: none"> • high levels of economic success; • high levels of knowledge intensity; • a diverse industry base including distinctive specialist niches; • a university that has a mutually beneficial relationship with the city, leading to industries built upon research strengths, transfer of knowledge to businesses and the retention of graduates; • strong communications infrastructure and good transport links within the city and to other cities, including air, rail and road; • a distinctive long-term 'knowledge city' offer to investors and individuals alike, created by public and private sector leaders, and; • strategies to ensure that deprived communities also benefit from the economic success associated with knowledge 	<p>94 UK urban areas, nine city-regions (the Core Cities38, Edinburgh and Glasgow) and NUTS 339 areas,</p> <p>The measures used include the following:</p> <ul style="list-style-type: none"> • Measures of knowledge intensity; • Economic output: economic performance was assessed by looking at Gross Value Added (GVA). • Quality of life

eCity Award http://www.citymayors.com/features/e-cities.html	Copenhagen	
Global Liveability Report Economist Intelligence Unit Vancouver Vienna	over 30 qualitative and quantitative factors across five broad categories: stability (5);25% healthcare (6);20% culture and environment(9);25% education(3);10% Infrastructure(7);20%	140 cities
GfK Roper Public Affairs & Media Anholt-GfK Roper City Brands Index www.gfkamerica.com	The six components of the 'City Brand Hexagon' are: <ul style="list-style-type: none"> • Presence: the city's international status and standing • Place: people's perceptions about the physical aspect of each city • Potential: the economic and educational opportunities that each city is believed to offer visitors, businesses and immigrants • Pulse: the appeal of a vibrant urban lifestyle • People: respondents' impressions of the inhabitants, community, and safety, and, • Prerequisites: people's perceptions of the basic qualities of the city 	The Anholt City Brands Index, an annual ranking of cities around the globe, is compiled from the results of a survey conducted online among 17,502 men and women aged 18-64 in 18 countries.
Robert Huggins Associates 'World Knowledge Competitiveness Index' European Competitiveness Index 2006/07 (Huggins & Davies, 2006; Huggins, R., Izushi, H., Davies, W. and Shougui L., 2008)	Measure the knowledge economies of 125 of the world's leading regions, including 55 North American regions, 45 European regions and 25 regions from the Asia-Pacific area. The WKCI examines the knowledge capacity, capability and sustainability of these 125 regions, The index is based upon 19 knowledge economy benchmarks including; employment levels in the knowledge economy, patent registrations, R&D investment by the private and public sectors, education expenditure, information and communication technology infrastructure and access to private equity.	54 European Regions 19 indicators Human Capital Indicators Knowledge Capital Components Regional Economy Outputs Financial Capital Components Knowledge Sustainability
Global Cities Indicators Facility -GCIF http://www.cityindicators.org/	QUALITY OF LIFE: Civic Engagement,, Culture, ,Economy, Environment, Shelter, Social Equity, Subjective Well-Being, Technology And Innovation CITY SERVICES:Education, Energy, Recreation, Fire Emergency, Response, Governance, Health, Social Services, Solid Waste, Transportation, Urban Planning, Waste Water, Water	
Other index	<p>"FDI's Top 20 Expat Cities"(2006)</p> <p>"European Cities Entrepreneurship Ranking (ECER)"(2007)1st city in the South of Europe of the study</p> <p>"Branding Communication Strategies"(May 2006)1st city in Europe with a prestige brand</p> <p>"Europe's Coolest Cities"(August 2007)One of the most fashionable cities in Europe</p>	

	<p>“Emerging Trends”<i>(June 2006)</i>7th city in Europe with most real estate business potential“</p> <p>Top overseas commuter best destinations”<i>(June 2006)</i>1st city in Europe preferred by professional visitors “</p> <p>World Country & City Rankings 2006” <i>(April 2007)</i>4th city in the world for organising international meetings</p> <p>“International Meeting Statistics”<i>(August 2006)</i>7th city in the world for organising international congresses</p> <p>“European Fairground Ranking”<i>(August 2007)</i>4th city in Europe with available fairground (280,000 m2)</p>	
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